

14 January 1981

MEMORANDUM FOR: Deputy Director for National Foreign Assessment

SUBJECT : Special Assistant for Estimates?

1. There are a number of questions raised by this proposal. I think you should seek if possible to clarify Mr. Casey's wishes before making a specific response. For instance:

-- By "estimates" does he mean NIEs or does he mean the full range of national intelligence output from this building?

-- Does he mean to make distinction between the estimates production responsibilities of the NIOs and their policy support responsibilities, which for most accounts are at least as important?

-- If his concern is with NIEs, is the emphasis on the Soviet papers and among them the major military ones?

2. Depending on the answers to these questions, the job could be a very important one or a standard staff job. Also depending on the answers, it could have major organizational consequences for NFAC. The following suggestions are put forward to cover a range of these contingencies.

3. Organizational solutions. Place the SRP as a body directly under the DCI and have it serve this function. This has the advantage that the SRP can largely continue doing what it is doing, but with the greater scope and visibility that comes from subordination to the DCI. It has the disadvantage that you might no longer be able to override SRP positions. There is also the danger that the DCI might come to use SRP members in a variety of ways that undercut the chain of command.

4. Re-subordinate the NIC to the DCI. There is a precedent for and logic in such a move, but there is also an established history of the management problems it would create. It would, however, bring directly under the DCI an area in which he is taking particular interest. You

EYES ONLY